

Maricopa County Head Start Zero-Five Program

Annual Report 2013





Vision

All Maricopa County residents enjoy a high quality of life

Mission

To provide education, employment, shelter, and basic needs services to individuals, families, and communities so they may enhance their opportunities for physical, social, and economic well being

Core Values

Commitment to Excellence, Partnerships and Teamwork, Client- and Community-Centered, Diverse and Culturally Competent

Maricopa County Head Start Vision

Healthy, Educated Children in Supportive Families

 <p>Early Head Start</p> <ul style="list-style-type: none"> • Serving pregnant women and children birth to 36 months • Classroom activities • Home-based: home visits 	 <p>Head Start</p> <ul style="list-style-type: none"> • Children 3-5 years • Classroom setting • Home based: 90-minute once-a-week home visit 	 <p>Child Health and Development</p> <ul style="list-style-type: none"> • Well-Child Exams (Medical and Dental) • Physical Activities • Immunizations 	 <p>Family Support</p> <ul style="list-style-type: none"> • Parenting Skills • Support Services
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Responsive, Ready, and Recognized!

In this program year a number of forces combined to affect the Head Start program, requiring us to adapt consistently to ensure that the program remained strong and true to its mission.

Federal, state and local budget deficits threatened many programs for children and families, and a new congress focused on budget cuts. So embracing our hope, Maricopa County Head Start Zero-Five program rose to the challenge.

The program buckled down and focused on its mission: Healthy Education Children in Supportive Families. Maricopa County Head Start Zero-Five Program's commitment to school readiness led the program in becoming more intentional in collecting, aggregating and analyzing child and family outcomes data.

The program used child assessment data to individualize the instruction and learning for each child and, as necessary, referred for additional evaluation and intervention. The program also successfully aggregated and analyzed child-level assessment data three times throughout the program year in combination with other program data to determine the programs progress toward meeting its goals, to inform parents and the community of results, and to direct continuous improvement related to curriculum, instruction, professional development, program design, and other program decisions.

The Maricopa County Head Start Zero-Five program has been recognized as a leader in early childhood development and education, by the Quality Initiative program through the National Head Start Association. This designation recognized and supports excellence and outstanding performance of Head Start and Early Head Start programs across the nation. The Quality Initiative designations of Program of Achievement and Program of Excellence are earned only by programs that consistently demonstrate excellence in program management and service performance, and that continually support the achievement of robust outcomes for at-risk children birth to five years old, pregnant women, families, and their communities. The Maricopa County Head Start Zero-Five program was awarded the Program of Excellence award.

*PY 2013 Maricopa County
Head Start Zero-Five Program
At a Glance:*

**Total number of Head Start
Children Served: 2,726**

**Total number of Early Head
Start Children Served: 415**

22% of Head Start and 38% of Early
Head Start Children were enrolled for
more than one year

NATIONAL HEAD START ASSOCIATION
QUALITY INITIATIVE



Progress towards Meeting Program Goals and Objectives

Program wide strategic goals are developed to include goals for both Grantee and Delegate. The annual planning processes have been developed to engage in ongoing review of relevant data to plan for sites and options, staffing patterns, community assessment, self-assessment, selection criteria, training and technical assistance plans, etc. Particular emphasis in planning has focused on identified needs and established program goals and objectives that were developed as a part of the program's three year strategic goals and objectives that began in 2011. These identified goals focus on increased support of social and emotional needs of children and families, improving management systems, and increasing effectiveness of record keeping and reporting through use of electronic documents and filing systems, implementing high quality family partnership agreements to link families to needed resources, and related professional development.



Goal: Strengthen the efficiency and effectiveness of the program by evaluating and improving management systems.

Progress Made in 2013

- The program fully implemented changes to the record keeping system and implemented technology and electronic systems program wide
- Job descriptions were revised to ensure that they reflect the changes in duties and responsibilities resulting from improvements to our record keeping systems

Goal: Develop and implement strategies to enhance children's social and emotional functioning and resiliency, and to prepare them for success in school.

Progress Made in 2013

- The program collected data on children's social-emotional development to establish benchmarks and identify additional teacher training.
- Developed and implemented an annual plan for staff wellness to increase staff ability to support children with social/emotional needs

Goal: Develop and implement family support plans that effectively link enrolled families with necessary information and comprehensive services that are responsive to the changing needs in our service area.

Progress Made in 2013

- Enrolled Family Support staff in program for Family Development Credential
- Implemented training programs for parents that provides employment skills
- Improved procedures and processes for transitioning children and families within program options and services and to their kindergarten placement



Service Area

In PY 2013, the Maricopa County Head Start Zero-Five Program served the following areas:

East Valley School Districts Served:

- Chandler
- Fountain Hills
- Gilbert
- Higley
- Kyrene
- Mesa
- Queen Creek
- Scottsdale
- Tempe

West Valley School Districts Served:

- Aguila
- Avondale
- Buckeye
- Dysart
- Glendale
- Littleton
- Palo Verde
- Peoria
- Saddle Mountain
- Tolleson
- Union
- Wickenburg

Program Eligibility

- Must live in Maricopa County, outside of the City of Phoenix
- Head Start—must be 3 years of age by August 31
- Early Head Start—must be prenatal to 36 months
- Family income must be at or below the federal poverty level, based on family size (families with incomes up to 250 percent of the federal poverty level may be enrolled if there are no income eligible children waiting to be served)

Selection Criteria

All continuing children will be selected and given the opportunity to be enrolled in the program option/site of their choice prior to the selection of any other child.



The first category of priority selection is children with disabilities. In consultation with the Disabilities Coordinator, Head Start children who are new applicants and who have a certified special need will be given priority selection for enrollment throughout the program year to ensure that the program meets the 10% requirement as mandated in the Head Start Act.

The second category of priority selection is children who are transitioning from Early Head Start to Head Start--either center or home based.

The third category of priority selection are those children who are considered categorically eligible meaning from families who receive TANF/SSI, are Foster children or are children of families who are defined by the McKinney-Vento Act as homeless.

Other applicants are given priority based on existing risk factors such as: children of teenaged parents, children whose parents are justice involved, children of parents with a history of substance abuse, and children who have experienced child abuse and/or neglect.

Program Governance

The Maricopa County Board of Supervisors (BOS) serves as the governing body for the Head Start Zero-Five Program. The BOS is comprised of five members who are publically elected for four-year terms; each representing a geographically defined district in Maricopa County.

The BOS works in partnership with the Head Start Policy Council and key management staff to oversee the program and make decisions on program operations. The Policy Council is comprised of parents and members of the community, all of whom serve one-year terms. Parents make up more than half of the Policy Council membership and are elected to serve on the Policy Council by the parents in the program.

Highlights from Program Governance

- 18 Parent Committee members received officer training
- Attendance at Policy Council resulted in Quorum being met at nine of 10 Policy Council meetings
- Parents participated in the interview process for hiring of new staff
- Three Policy Council parents attended the NHSA Parent Training Conference in December 2012
- Parents provided over 600 names as part of program-wide recruitment



Revenues and Expenditures

Revenues

The program received \$22,474,389 in funding from the Office of Head Start to serve 2,307 children in Head Start and 307 children in Early Head Start in the east and west service area of Maricopa County.

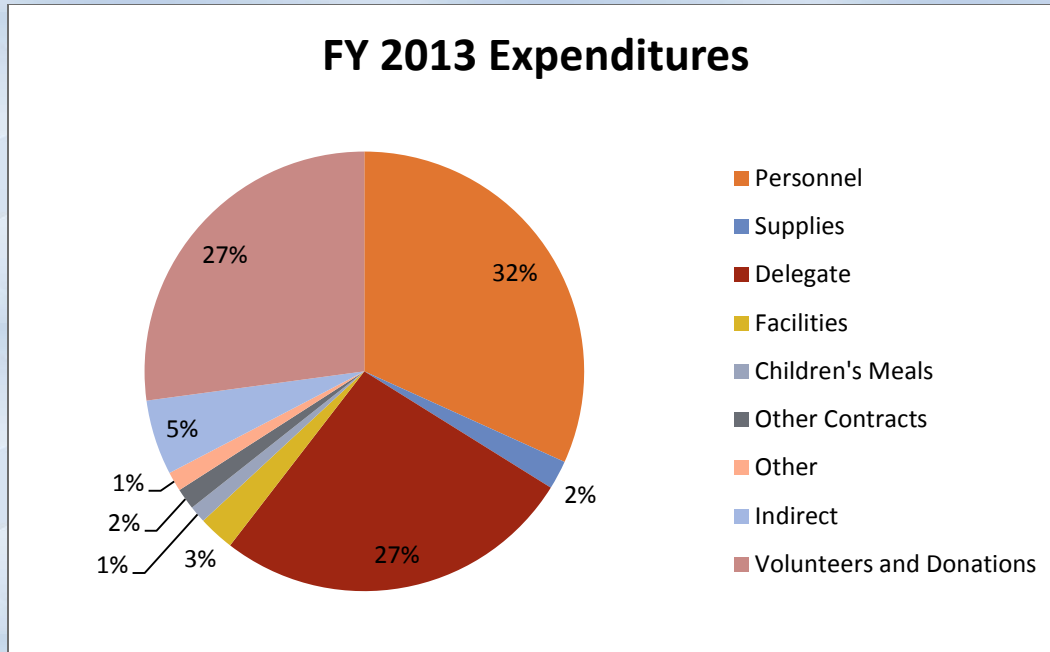


The program's non-federal share (in-kind match) requirement was \$5,618,597. The program fully met and exceeded its non-federal share requirements.

In 2013, the program continued to be strong in generating parent and other volunteer hours. In total the program benefitted from 3,715 volunteers; 2,432 who were parents and former parents in the program. Parent volunteer hours totaled 296,028.29 hours for \$5,345,915 in NFS and with the addition of volunteers from the community total volunteer time reached 371,191.38 hours. The program generated \$8,364,703 in NFS; exceeding the program's match requirement by \$2,746,106.

FY 2013 Revenue		
Funding Source	Funding	Percent of Budget
Federal Head Start/ Early Head Start	\$22,474,389	79%
Federal CACFP Meal Reimbursement	\$278,000	1%
Non-Federal Share Match	\$5,618,597	20%
Total	\$28,370,986	100%

Expenditures



Source of Funding

The MCHS program is funded 100% by Federal Grants awarded by the Department of Health and Human Services, Administration for Children and Families, Office of Head Start directly to Maricopa County Human Services Department. There are no public or private funds included.

Audits

2012 Single Source Audit

An annual financial audit of Maricopa County is completed by the Arizona Auditor General's Office. These audits include the Head Start grant and comply with the requirements of the Single Audit Act and OMB Circular A133. The most recent completed audit is for FY 2012. This audit identified no findings or recommendations for the Head Start Program.

Other Fiscal Highlights

Green Initiative – the program set a goal aligned with the County's Green Government Initiative to reduce copier paper use by at least 10%. We met that goal, reducing our paper order from the previous year of 9 pallets to 8 pallets.





Child Development and Education

School Readiness Goals 2012 – 2013

Maricopa County Head Start views School Readiness as a journey for families and children, beginning even before they are born and continuing throughout the time children are in Head Start preschool. The program is committed to providing a comprehensive program from prenatal through age 5 to ensure that children and families are ready for school.

MCHS found some important factors through the analysis of this data that has influenced the success and challenges to the program:

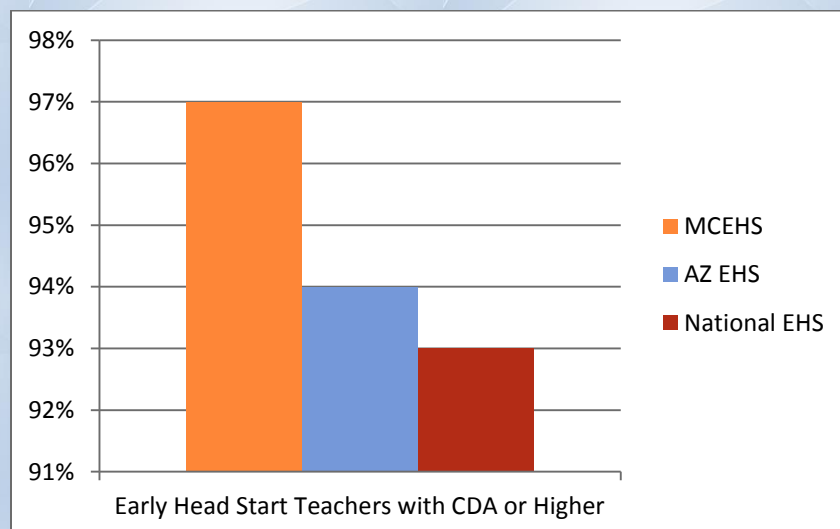
- Made changes to the Early Head Start (EHS) indicators for School Readiness goals. The program is using Teaching Strategies Gold (TSG) for both HS and EHS which gives us better data and alignment with the Pre-K outcomes.
- Alignment of goals to HS outcomes framework, expected outcomes for infants/toddlers, state early learning standards for pre-k and infant/toddlers and kindergarten common core was completed to better inform teaching practices.
- The total number of goals was reduced from the previous program year. This helped us better define measurements. Having fewer objectives is allowing the program to dig deeper into data analysis, and making the messaging of goals to staff and families more manageable.
- CLASS results and assessment data were tied together throughout the year during the analysis of the child outcomes data. The program plans to add Toddler CLASS observations once the EHS supervisors have been trained to reliability.
- The program is considering a child performance based screening tool to add to the data collection since TSG is an assessment based on teacher observation. A random sample screening was completed to compare with our TSG data and determine the ease and practicality of using the screening at child enrollment next year as an additional way to measure school readiness for our children transitioning to kindergarten.



Selected Measures: Percent of four-year-olds who met or exceeded school readiness goals	PY2012	PY2013
Social Emotional Development	94%	96%
Social Studies Knowledge and Skills	92%	94%
Physical Development and Health	94%	96%
Creative Arts Expression	94%	96%
Language Development	94%	90%
Approaches to Learning/Science Knowledge and Skills	94%	95%
Logic and Reasoning	98%	99%
Literacy Knowledge and Skills: Understanding and awareness of speech sounds, rhyming and syllables	93%	94%
Literacy Knowledge and Skills: Understanding and knowledge of the alphabet, letters, and letter sounds	94%	97%
Literacy Knowledge and Skills: Understanding of print and use writing skills to convey meaning	97%	98%
Mathematics Knowledge and Skills	73%	84%

Teacher Qualifications

Early Head Start Teachers Met Required Qualifications of a Child Development Associates Credential or Higher at percentages above other Early Head Start Programs in the State and Nation.



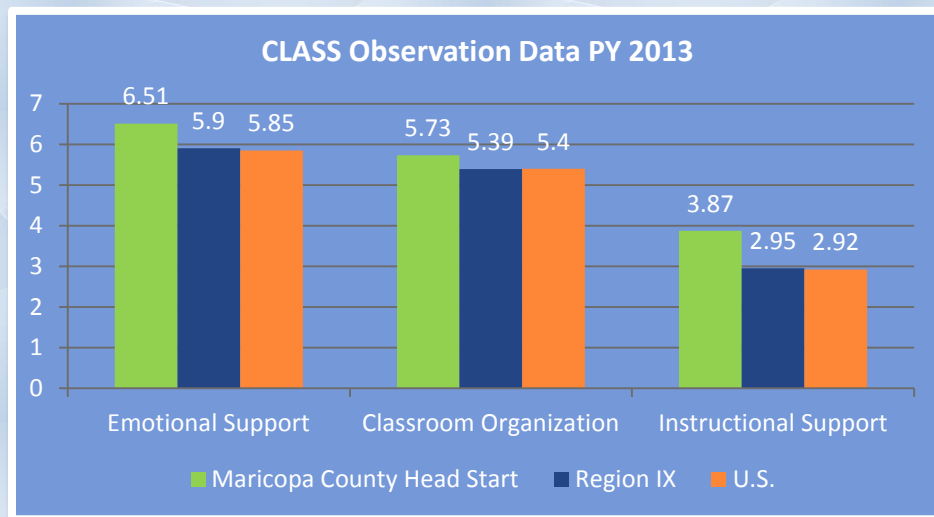
All Head Start Pre-K teachers have degrees in Early Childhood Education, or in a Related Field

Percentage of Preschool classroom Teachers that have a BA degree or higher in ECE/related field	Percentage of Preschool Classes in which at least one teacher has an AA degree or higher in ECE/related field
48.7%	98.4%

Classroom Observation Data

In 2013, Maricopa County Head Start Zero-Five program received the Classroom Assessment Scoring System (CLASS) review. The CLASS is an observation instrument used during on-site reviews of grantees. The tool has 10 dimensions of teacher-child interactions rated on a seven-point scale, from low to high. The dimensions are organized into three domains: Emotional Support, Classroom Organization, and Instructional Support.

- **Emotional Support** assesses the degree to which teachers establish and promote a positive climate in their classroom through their everyday interactions.
- **Classroom Organization** assesses classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom.
- **Instructional Support** assesses the ways in which teachers implement the curriculum to effectively promote cognitive and language development.

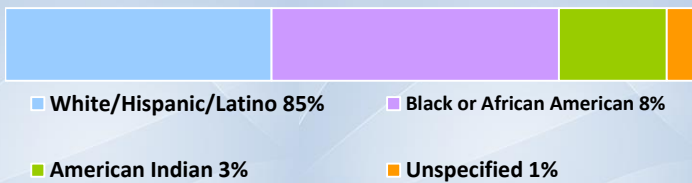




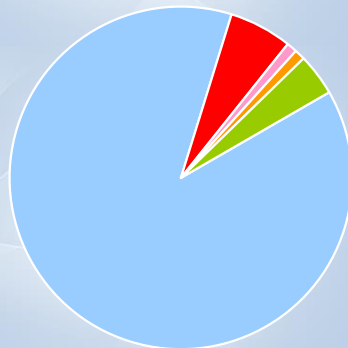
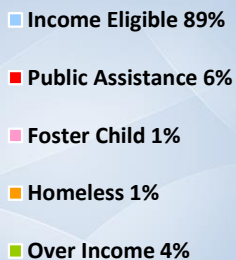
ENROLLMENT STATISTICS

The Head Start Program served 3,171 children during the 2012-2013 Program Year. Approximately 76% of children served were primarily identified as of Hispanic/Latino origin.

CHILDREN BY ETHNICITY/RACE



ELIGIBILITY BY TYPE

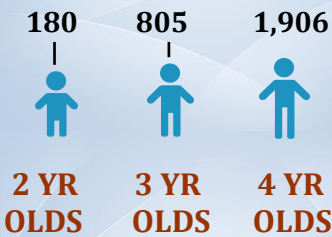


FUNDED ENROLLMENT

2,614

ACTUAL ENROLLMENT

3,171



TOTAL FAMILIES SERVED

2,951

100% AVERAGE MONTHLY ENROLLMENT

PERCENTAGE OF ENROLLED CHILDREN...



12%

WITH A DISABILITY



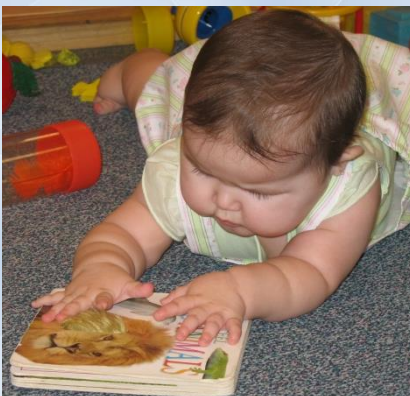
85%

WHO RECEIVED DENTAL EXAMS



93%

WHO RECEIVED PHYSICAL EXAMS



DEMOGRAPHICS OF FAMILIES SERVED

Families served were primarily two parent households headed by a parent with less than a high school education. Approximately 31% of families served reported no income.

PARENT'S LEVEL OF EDUCATION



Advanced Degree
5%



High School Degree/GED
39%



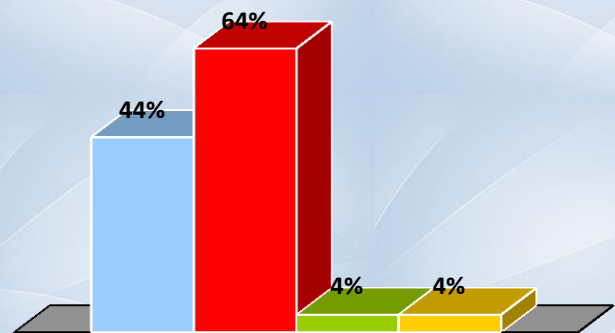
Associates/Some College
25%



Less than High School Degree
32%



PERCENT OF FAMILIES RECEIVING FEDERAL ASSISTANCE BY TYPE



- Supplemental Nutrition Assistance Program (SNAP)
- Women, Infants and Children (WIC)
- Temporary Assistance for Needy Families (TANF)
- Supplemental Security Income (SSI)

FAMILY TYPE



Single Parent
40%



Two Parent
60%



EMPLOYMENT

■ No Income 31% ■ 1 Income 63% ■ 2 Incomes 6%

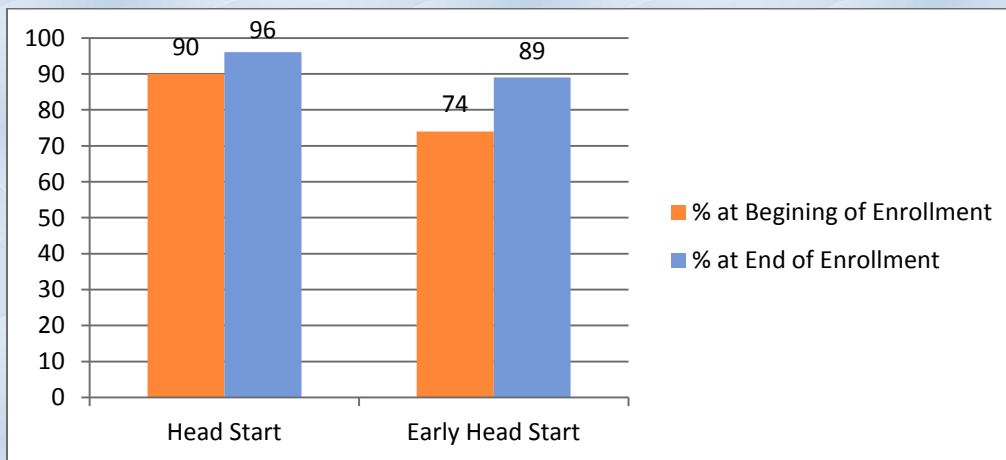


Health Outcomes

Children need to be healthy in order to be able to learn. Our program works with medical and dental professionals as well as parents of enrolled children to ensure that children receive the medical and dental care they need. We help parents to understand the importance of health care, including the importance of good nutrition, rest, and exercise. We help families to establish medical and dental “homes” for their children by identifying medical and dental care providers in their community who can establish an ongoing relationship, and who will provide culturally relevant, timely, professional, and affordable health care.



Percentage of Children Up-To-Date with Immunizations



Health Services to Children—Head Start	
Children with Health Insurance at the End of Enrollment	96%
Children Up-To-Date for EPSDT (Physicals)	90%
Children with Dental Home	99%
Children Who Received Dental Services	93%
Children received Medical Treatment for those Identified	98% (182)
Children received Dental Treatment for those Identified	95% (276)

**Program does not require EHS children less than 3 years to get dental exam, encourage at age 12 months only.

Health Services To Children—Early Head Start	
Children with Health Insurance at the End of Enrollment	95%
Children up-to-date for EPSDT (Well-Child Exams)	92%
Children with Dental Home	98%
Children who received Oral Health Services	89%**

Shopping Matters

Head Start received a grant in 2012 and 2013 to provide grocery store tours to families enrolled in the program. Over the past two years, 80 families have gone through the tour and learned how to make healthy choices and to read food labels at the grocery store.



Sensory Screenings

In our Head Start Program, we screened over 1,250 children for visual acuity. From this the program referred 112 children for a formal vision evaluation. More than 70 children received glasses, and more than 85 children received a visual diagnosis as a result of our referral.



Health Care Institute

Maricopa County Head Start also committed to be part of the Office of Head Start (OHS) National Resource of Health program known as Health Care Institute. This program involves training parents on how to take care of their sick child. Three staff members were trained to deliver this program. The goal is to train 100 parents before the end of 2013.



Parent, Family and Community Engagement Outcomes

Maricopa Zero-Five Head Start program involves all parents at all levels, including program planning, policy development, program governance and education. Parents are engaged from intake by completing the Family Engagement Contract with staff so that the relationship building process can begin. Tools such as the Family Development Matrix, Parent Interest Survey and Family Partnership Agreement help determine how to support parents as the first educator and health advocate for their children.

Parent Volunteers:

262,673 hours

totaling

\$4,684,418

in non-federal share

In 2013, the program continued to be strong in generating parent and other volunteer hours. In total the program benefitted from 3,862 volunteers; 2,582 who were parents and former parents in the program. Parent volunteer hours totaled 262,672.65 hours for \$4,684,418.38 in non-financial support and with the addition of volunteers from the community total volunteer time reached 314,299.19 hours, and 8,364,703 non-financial support.

Home base family night hosted approximately 300 people in which many fathers attended. Fathers are involved in classroom/Home Base levels to enhance the experience in the classroom for their children. Some examples are classroom Hero days, culturally diverse activities for families, and Soccer Coaching day hosted by the fathers.

Based on results from Parent Interest Surveys and Parent Committees, training and community resources are provided throughout the program year in a variety of ways. Some examples are Parent bulletin boards, Parent training brochure, Parent Meetings, Policy Council (parents are empowered to advocate and assist in shared decision making), Parent Liaisons meetings, and the Human Services Department website that offers Parents community resources and online applications. Parents complete surveys related to program staff that support them. Parents receive a health report card, opportunity to participate in grocery tours, exercise programs, Health Services Advisory Committee (HSAC), Arizona State Head Start Association (ASHA), Parent Institute, Parent Volunteer training, Parent Focus groups, Financial Literacy classes and Expanded Food and Nutrition Education Program (EFNEP) classes.

Healthy Marriage Initiative/Para Las Familias

The five-year Healthy Marriage Initiative ended on September 29, 2012. Over the five-year period, **2,991** parents and teens participated in Para Las Familias. Of these, 72% were women; forty-four percent (44%) were English-speaking; 56% attended the workshops that were presented in Spanish. Nearly all (99.7%) of participants reported that they were 'satisfied' or 'very satisfied'

During this program year, we were part of a national Pilot Project with the goal of identifying and enrolling refugee children into E/HS. This project improved collaboration between refugee

resettlement agencies and Head Start. Data from this project is expected to be presented at the OHS Research Conference in July 2014.

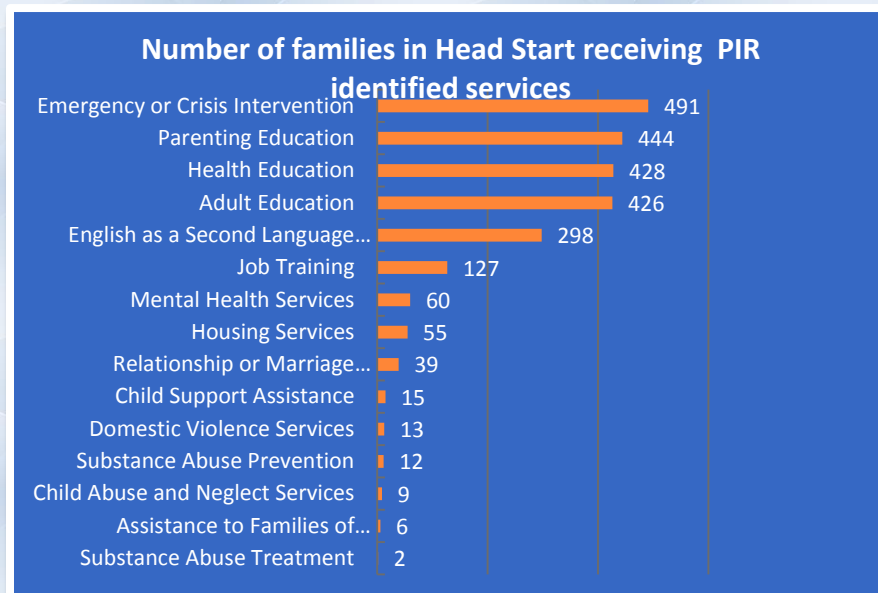
Family Support Staff Development and Training

- 5 staff attended Parent, Family, and Community Engagement training sponsored by Region IX Office of Head Start. This training was then shared with all family support staff.
- 4 staff attended training for program design and data analysis leading to reduction in the achievement gap, and operational changes, as well as increased use of management by information and management by observation in supervision of staff.
- Parents were encouraged to self-select training that would meet their individual needs through use of a training calendar that included both in-house and community based training opportunities.
- Eight Family Support Specialists completed 90 hours of training and portfolio completion leading to receipt of Family Development Credential. 61% of current Family Support Staff have now completed the credential process and are making use of strength-based skill building with families and development of family directed goals.

Families Services Referrals

The program made use of a scaled Family Development Matrix designed to assess both the strengths and needs of enrolled families. The matrix was completed two times during the year to measure growth in 18 specific domains related to improving community connectedness and economic self-sufficiency.

In program year 2013, 701 of 1,367 MCHS families (51.28%) received at least one family service. Families in the program received a total of 1, 233 successfully closed service referrals. Need to check the figures in the table below. As you can see by the table below, many families received more than one service referral.



Community Partnerships



Arizona State University Research Studies

Language and Research Research Consortium (LRRC). The Head Start Program finished the third year of a five year project with ASU in understanding the role of language skills in reading development and comprehension.

ASU School of Social and Family Dynamics. The program finished a two-year study to look at and evaluate the amount of teacher-child interactions throughout the classroom.



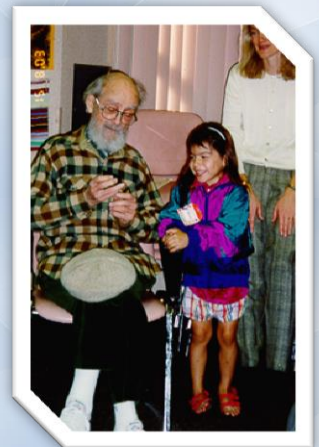
Jump Start

Jumpstart is a national early education organization that recruits and trains college students, parents and community Corps members to serve preschool children in low-income neighborhoods. MCHS and Jumpstart developed a partnership to inspire a love of reading at an early age. Jumpstart volunteers read to students and engaged in early literacy activities in 3 classrooms this program year. There are plans to expand the Jumpstart program into more Head Start classrooms next year. Jumpstart is a national program dedicated to getting children reading early and to put books into children's hands.



Senior Corp: Foster Grandparents

The Foster Grandparent Program of Northern Arizona University has been and continues to help children and families in our west side classrooms. As a part of Senior Corps, the Foster Grandparent Program (FGP) was created to help low income individuals age 55 and over remain physically and mentally active in their communities by becoming: mentors, tutors and caring adults to children and youth with special needs.



The Strong Fathers, Strong Families has been a cornerstone of the Fatherhood program. In particular, the Delegate agency has been promoting workshops and training other staff members to work with their families to be able to access training and resources designed to foster communication, positive involvement, and resources to help fathers achieve economic self-sufficiency. The program is interactive, relevant, with hands-on workshops that includes assist fathers to improve program and child outcomes.



The Delegate agency has also partnered with Southwest Advanced Neurological rehab to introduce people recovering from strokes, closed head injuries and other neurological disabilities to be a part of the classroom along with the therapist assigned as volunteers in the

classroom. This program has been successful and a patient will be returning to school to obtain their teaching credentials to be a part of the classroom.



Opening Doors is a school readiness program that strengthens the leadership and advocacy skills of parents with children ages 0 to 5. The curriculum is based on popular education and draws on the real life experiences of participants. Opening Doors empowers Latino parents to transform cultural strengths into the tangible tools they need to build solid foundations for their children.

New Partnerships

Between January and June of 2013, 18 new community partnerships were formalized. In addition to Local Education Agreements (LEA) and on-going relationships with non-profit agencies, there are active partnerships with food, health, dental, furniture, education, nutrition and transitional housing providers.

The program participated with the Family Support Alliance – a group of 44 family support agencies. Within this group a Universal Intake Form has been developed and piloted. Through this initiative, Families are asked for basic demographic information one time rather than multiple times during repeated applications for needed services and are referred to the appropriate service provider with in the Alliance, thereby limited the duplication of information for the parent.

Some of MCHS active partners include:

Mesa Public Library

Tempe Public Library

Chandler Care

Adelante Healthcare Clinic

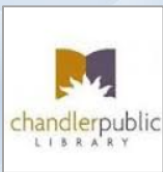
Tempe St. Luke's Hospital

Chandler Public Library

Mesa Community College

Scottsdale Public Library

Paz De Cristo Center



A community partnership appreciation event was hosted at the East Side Office of MCHS in June 2013. This event was well received, with over 35 community members in attendance and resulted in networking among the various community partners.